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OFFICE OF TRAINING

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MISSION

The Office of Training is charged with the development, direction, and conduct of CIA training programs and determination of requirements for CIA training facilities in the United States; and with providing for CIA participation in training programs at external training facilities, public and private, in the United States and overseas, under provisions of Public Law 110 (81st Congress, 1st Session).

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### HISTORY AND ORGANIZATION

The Office of Training was established on 2 January 1951 as an independent Office reporting directly to the Director of Central Intelligence and to his Deputy.

Prior to 1951 there was no Agency-wide training activity. Training was limited to tradecraft subjects designed to meet the specific requirements of personnel of the covert offices, then OSO and OPC. The training activity itself was a function of the Training Division and received financial support from OSO.

With the establishment of the Office of Training, the training concept was broadened to include training for all categories of CIA personnel and for all CIA activities, covert and non-covert. It now includes the use of any external facilities in the United States or overseas required to meet the total training requirements of CIA.

From January 1951 to December 1953, the Office of Training consisted of two major components: Training (Special), serving the clandestine services; and Training (General), serving the non-covert offices.

The reorganization, effective 1 September 1954, was decided upon to decentralize the command structure, provide greater flexibility, and avoid duplication of effort.

The Office of Training is in every sense a service organization for all the offices of CIA. Its basic purpose is to improve the capability of personnel to serve the Agency. All new personnel must be considered laymen in the field of intelligence, no matter what their professional or substantive qualifications. They must be taught new knowledge, new substantive concepts, and new skills and techniques, by means of which their particular competence may be related to the field of intelligence.

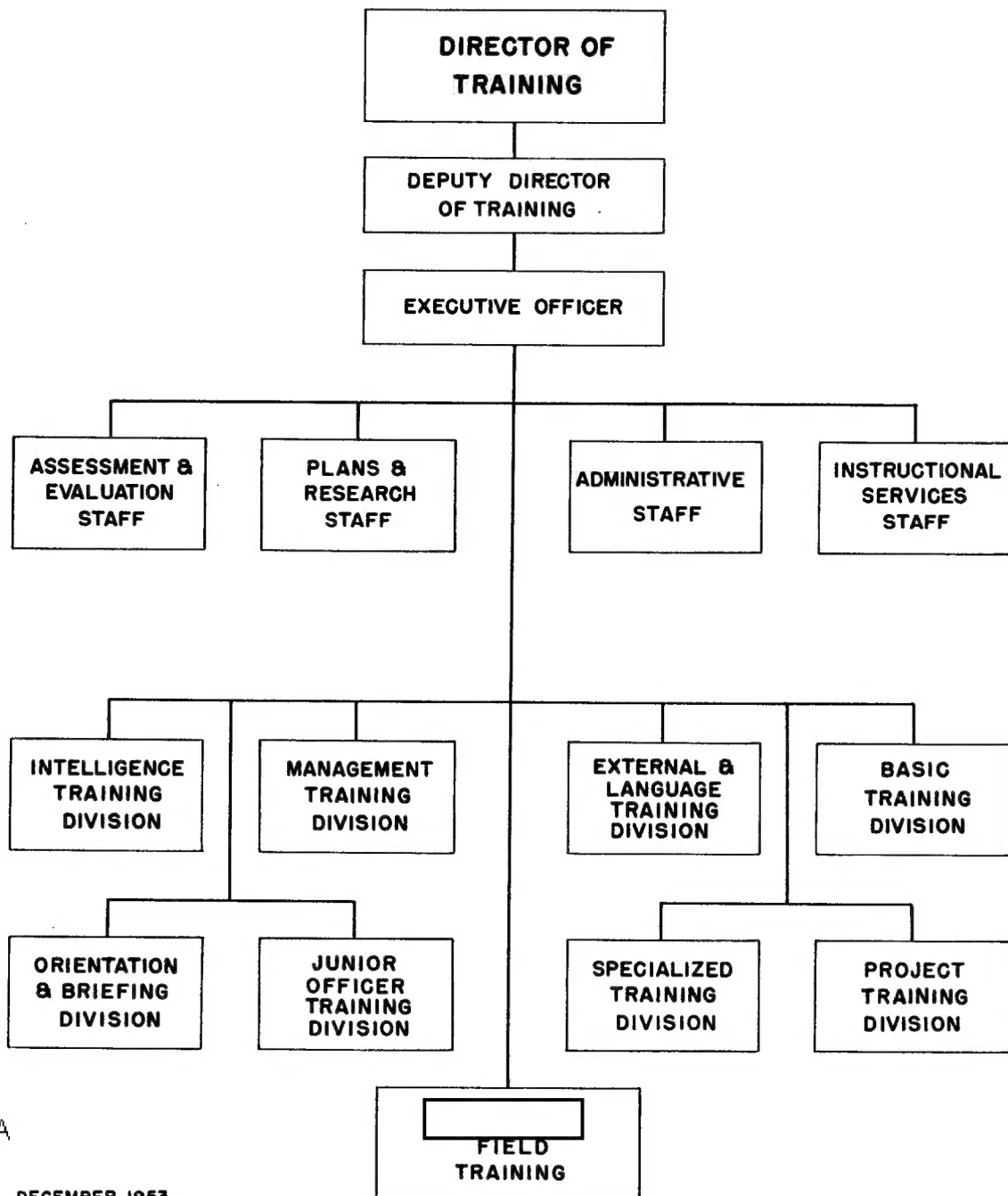
Requirements for training come to the Office of Training through constant liaison with the training representatives of each major component of CIA. They are developed by an interchange of information which includes long-term training schedules, weekly data on known enrollment, and allocation of quotas for over-subscribed courses.

To carry out the responsibilities of the Director of Training, the Office of Training is organized into three staffs and four schools.

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## ORGANIZATION OFFICE OF TRAINING



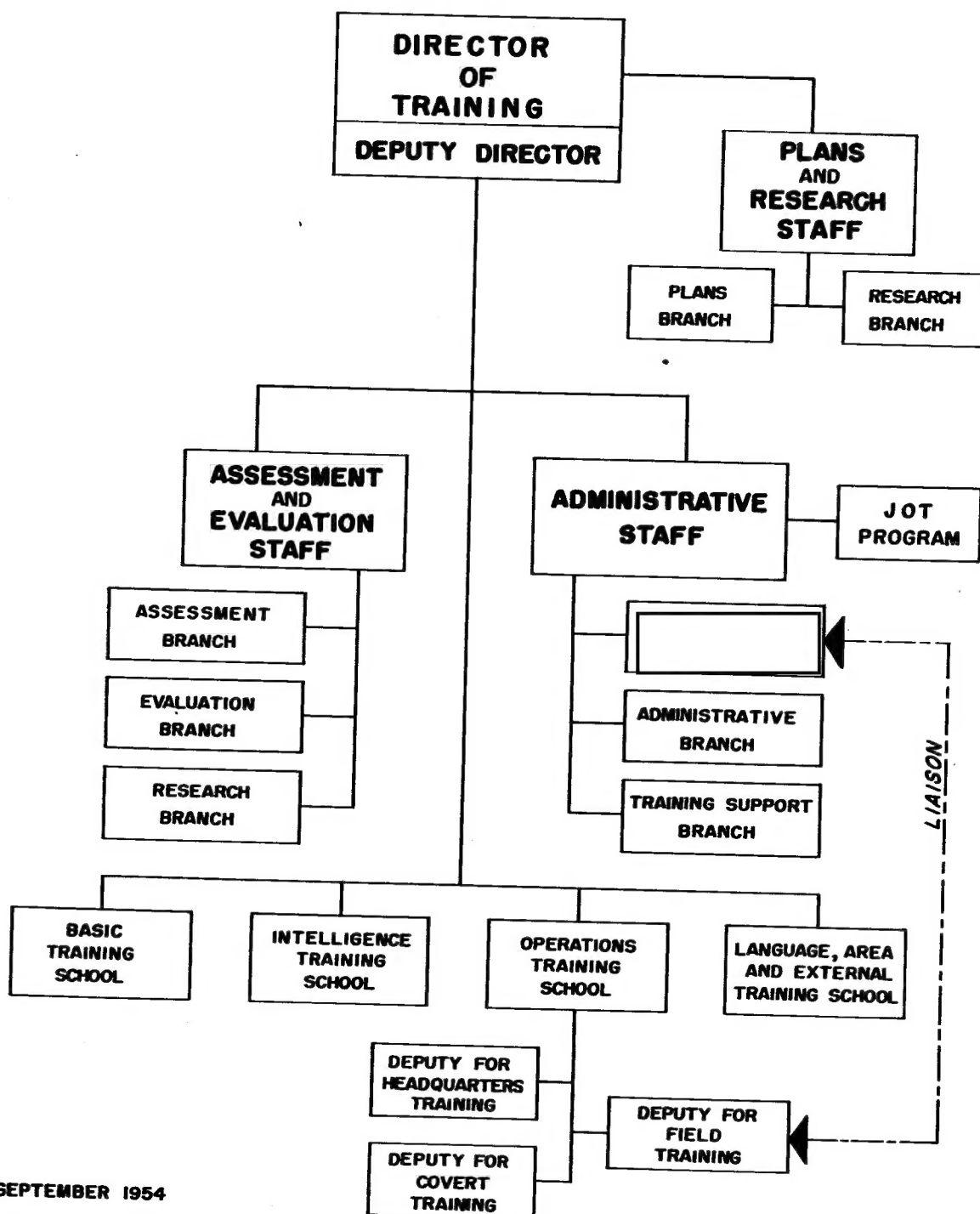
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DECEMBER 1953

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## ORGANIZATIONAL STRUCTURE OFFICE OF TRAINING



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1 SEPTEMBER 1954

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OFFICE OF TRAINING STAFFS

The Plans and Research Staff acts in an informative and advisory capacity with respect to both plans and their execution. The principal functions of this staff include: (a) development of training plans and programs necessary to meet new or expanded training requirements; (b) development of intelligence training materials and research in support of the instructor staff; and (c) staff supervision of instruction in coordination with appropriate division chiefs to ensure that current Agency doctrine, training policies and sound pedagogy are continuously reflected in the training done by this Office.

The Assessment and Evaluation Staff is responsible for: (a) providing professional services for intensive psychological assessment of individuals, to help determine their suitability for particular positions, especially those of a critical or sensitive nature; (b) development, direction, supervision, and coordination of training evaluation procedures to provide a record of training accomplished and personality characteristics revealed during training; (c) systematic review of staff research work to ensure maintenance of the highest professional standards; and (d) technical support in development, improvement and monitoring of various testing programs.

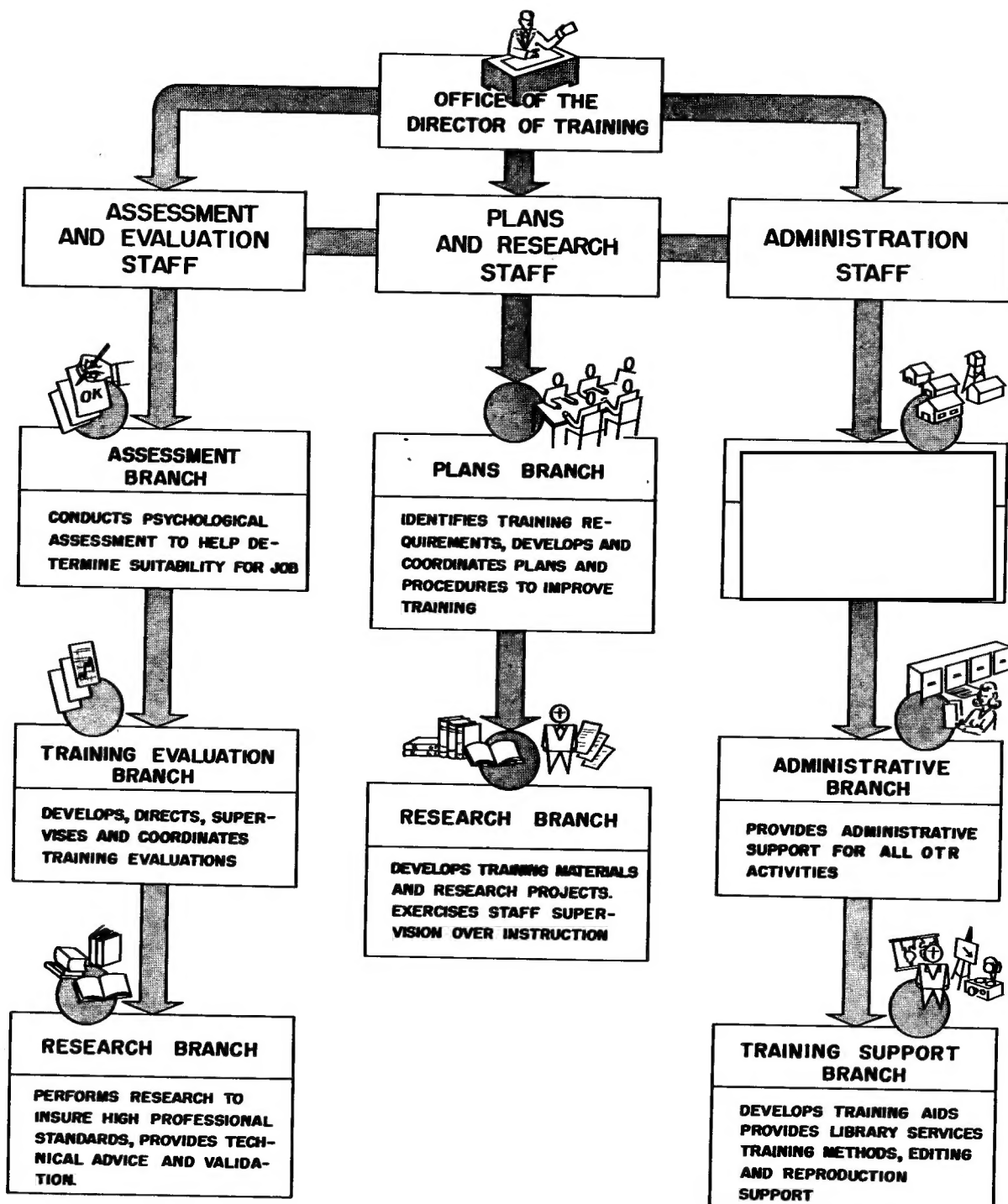
The Administration Staff is responsible for: (a) providing administrative support, including personnel, security, finance, registration, transportation, records management, and general office services; (b) providing training aids, including photographic and graphic aids, library services, training methods instruction, editing and reproduction support; (c) maintenance, operation and administration of the field training base; and (d) administrative and records support for forty career development positions which are filled by action of the CIA Career Service Board, and ninety junior officer positions.

All new personnel entering on duty with CIA are required to take basic training. The length and nature of further training depend on the particular assignment of the individual.

The Office of Training has at present the capability of providing training in many specialized tradecraft subjects. It is prepared to meet in so far as practicable, any or all stated training requirements for training in any subject or skill, either by the development of internal training programs or by the provision for Agency participation in appropriate training programs at external facilities.

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## STAFF FUNCTIONS

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The Basic Training School provides courses of common instruction to all components of CIA. These include: a basic intelligence course, administrative courses, instructor training, clerical training, and courses in human resources and basic management.

The Intelligence Training School provides training for intelligence officers in components of the Agency other than the clandestine services. The curriculum includes intelligence courses (basic and intermediate), an introductory history and theory of Communism, and reading improvement training.

The Operations Training School provides training for personnel of the clandestine services. It offers basic courses: Phase II training in tradecraft, and Phase III training in operations. It also provides specialized courses leading to proficiency in the various fields of clandestine operations. Much of the academic work is presented at Headquarters, but requirements of equipment, security, and terrain demand that certain specialized instruction be conducted at a field training base. In addition, covert tutorial training is provided away from Headquarters.

The Language Area and External Training School provides instruction and Headquarters facilities for foreign language study and area knowledge training. It arranges for and supervises all external training, and provides for participation of selected CIA personnel in United States military training establishments.

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## TRAINING COURSES

### HEADQUARTERS - BASIC COURSES

BASIC INTELLIGENCE COURSE  
ADMINISTRATION COURSE  
ADMINISTRATIVE SUPPORT COURSE  
BASIC REFRESHER COURSE  
CLERICAL TRAINING  
HUMAN RESOURCES  
BASIC MANAGEMENT  
INSTRUCTOR TRAINING  
DDI INTERMEDIATE COURSE  
COMMUNISM, INTRODUCTORY HISTORY & THEORY  
READING IMPROVEMENT  
AREA TRAINING  
LANGUAGE TRAINING

### SPECIALIZED COURSES

BASIC COUNTERESPIONAGE  
ADVANCED COUNTERESPIONAGE  
OPERATIONS SECURITY  
CLANDESTINE PSYCHOLOGICAL WARFARE  
ANTI-COMMUNIST OPERATIONS  
--STAY-BEHIND  
ORDER OF BATTLE  
WAR PLANS STAFF OFFICERS' COURSE  
REPORTS WRITING

### FIELD BASIC COURSES

PHASE II - TRADecraft  
PHASE III - OPERATIONS

### SPECIALIZED COURSES

AIR OPERATIONS  
MARITIME OPERATIONS  
CLANDESTINE FIELD ACTIVITIES  
EVASION & ESCAPE  
--STAY-BEHIND

--NOTE: STAY-BEHIND INCLUDES  
2 WEEKS HEADQUARTERS TRAINING

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### SUPPORT OF OVERSEAS TRAINING PROJECTS

Although the Office of Training does not have responsibility for the training of personnel in overseas areas, it is constantly called upon to provide support for such projects. The support includes training documents (lesson plans, lectures, manuals, handout sheets, etc.), training aids (charts, books, films, etc.), and the services of instructors.

The types of training material requested are frequently unsuitable for overseas training since they are developed for specific instructional purposes in the programs of this Office. This Office welcomes the requests made by DD/P components for assistance from its instructors in overseas training projects. This provides opportunity for non-operationally experienced instructors to gain first-hand knowledge and experience in the field.

The Office of Training has provided substantial support in materials and personnel for overseas training. A breakdown of the support rendered to the operating divisions in FY 1954 is shown in the accompanying table.

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SUPPORT OF OVERSEAS TRAINING PROJECTS  
(FY 1954)

<u>Division</u>	<u>Number of Training Documents</u>	<u>Number of Training Films</u>	<u>Number of Instructors</u>
EE	7		5
FE	364	103	5
NEA	342		1
SE	19		1
SR	24		
WE	195	2	1
WH	150	8	9
IO/PP	<u>1,101</u>	<u>113</u>	<u>2</u> 24 TOTALS

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PERSONNEL

The authorized strength of the Office of Training provides for instructors, educational specialists, administrative and support personnel.

The table of organization includes a Junior Officer Training Unit with an authorized strength of 90 junior officers who are selected on the basis of outstanding qualifications and high potential for the intelligence profession. They are trained and prepared for their projected assignments, and placed in the component of CIA where they will be able to best serve the intelligence effort.

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### TRAINING STANDARDS

The concept of centralized training gives due recognition to the principle that "training" and "operations" are, both in theory and in practice, interdependent and mutually supporting.

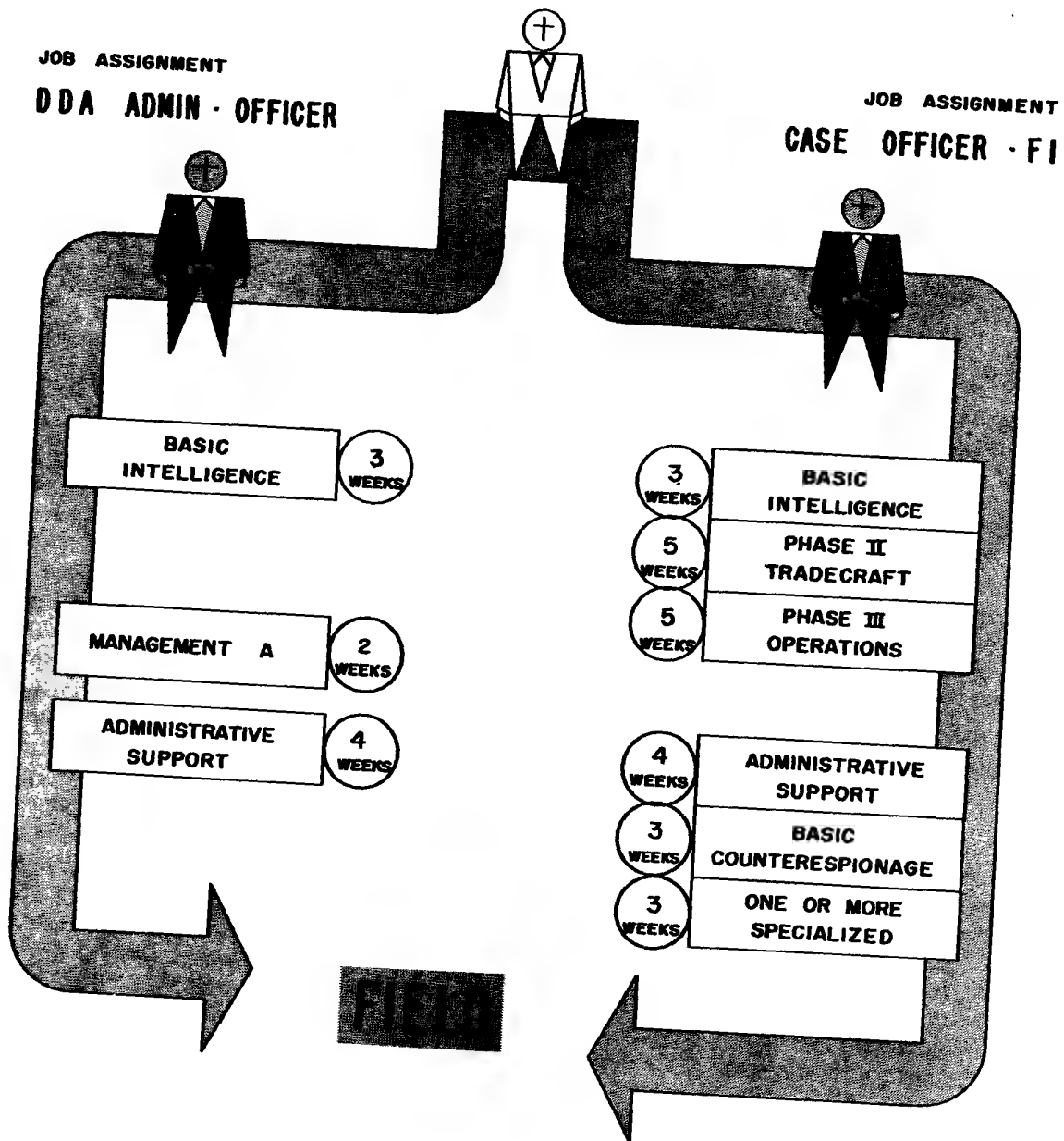
As a service component of CIA, the Office of Training endeavors to ensure that the training effort responds at all times to the established and changing requirements of the various components of the Agency. It is the responsibility of the individual components to establish training standards for their personnel and to make known their training needs.

Examples of present training standards established for personnel of two CIA components to perform specific assignments are shown on the accompanying chart.

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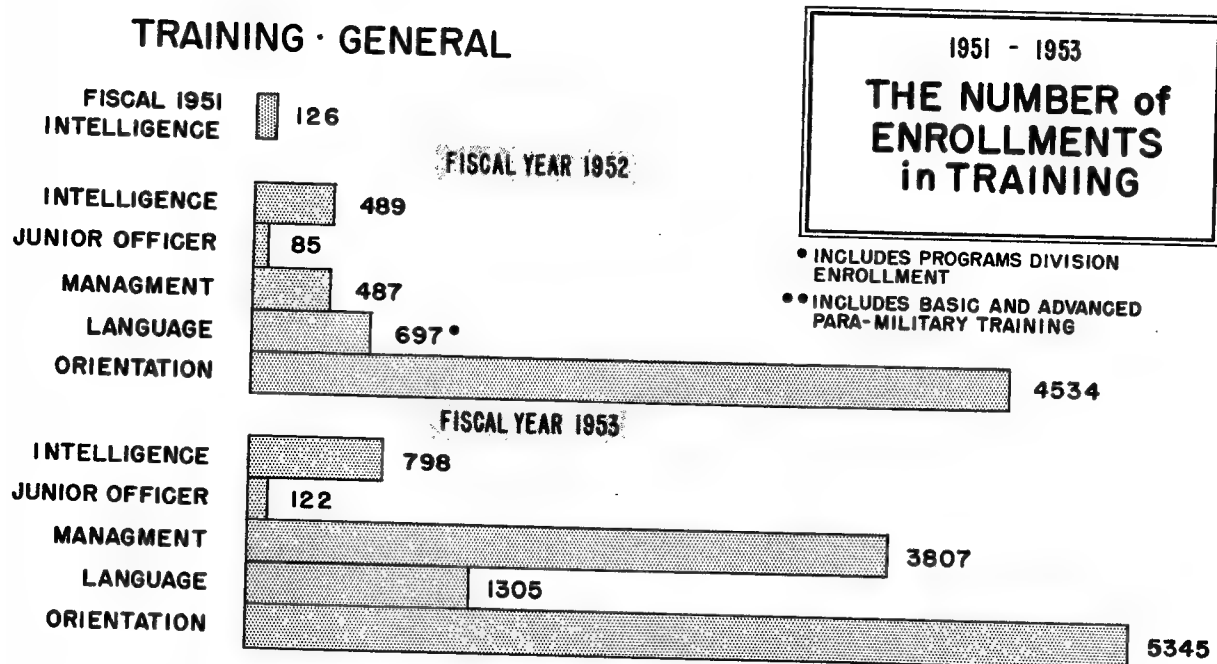
## EXAMPLES OF INDIVIDUAL TRAINING PROGRAMS



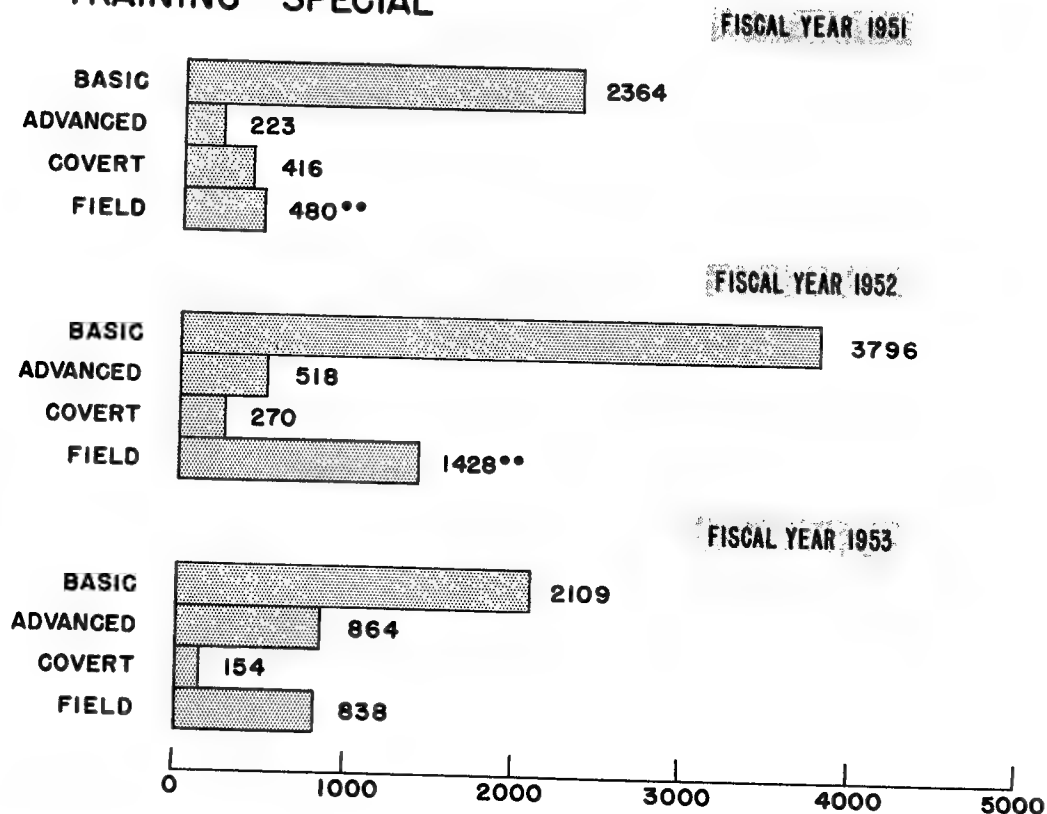
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## TRAINING · GENERAL



## TRAINING · SPECIAL



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BUDGET COSTS IN THOUSANDS OF DOLLARS



## TRAINING · GENERAL

FISCAL YEAR 1951

\* 28,977

3,314

16,800

11,034

INTELLIGENCE  
JUNIOR OFFICER  
LANGUAGE  
ORIENTATION

OTR 1951 - 1953

**COST  
FIGURES**

FISCAL YEAR 1952

68,335

117,641

31,215

203,970

19,696

INTELLIGENCE  
JUNIOR OFFICER  
MANAGEMENT  
LANGUAGE  
ORIENTATION

FISCAL YEAR 1953

85,877

173,964

61,160

300,998

24,187

INTELLIGENCE  
JUNIOR OFFICER  
MANAGEMENT  
LANGUAGE  
ORIENTATION

## TRAINING · SPECIAL

FISCAL YEAR 1951

50,188

169,400

77,640

TOTAL 1951 - 656,071

\*\* 298,718

BASIC  
ADVANCED  
COVERT  
FIELD

FISCAL YEAR 1952

251,305

292,856

103,222

873,353

TOTAL 1952 - 1,961,593

BASIC  
ADVANCED  
COVERT  
FIELD

FISCAL YEAR 1953

298,552

233,447

196,702

1,834,686

TOTAL 1953 - 3,209,573

BASIC  
ADVANCED  
COVERT  
FIELD

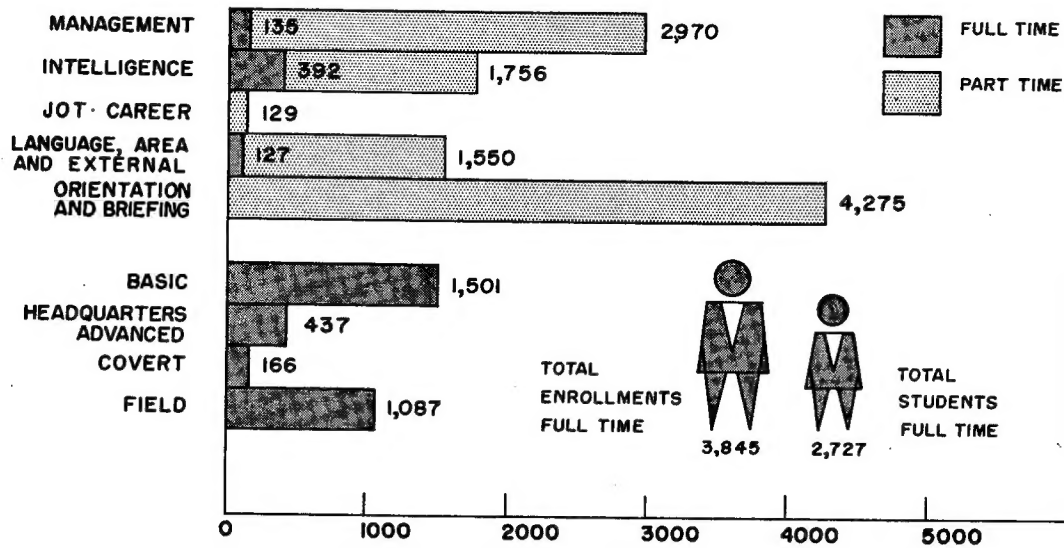
\* INCLUDES GENERAL TRAINING  
AND CIA INTELLIGENCE SCHOOL

\*\* INCLUDES JOINT TRAINING  
INSTALLATION

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# ENROLLMENTS FISCAL YEAR 1954/ACTUAL



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BIOGRAPHICAL DATA

OFFICE OF TRAINING

MATTHEW BAIRD, Director of Training.

Matthew Baird was born in 1901 in Ardmore, Pennsylvania. He received his B.A. from Princeton in 1924, an M.A. the following year from the same institution, and in 1928, a B. Litt. from Balliol College, Oxford University. The next ten years he spent as an educator, first as Master of the Haverford School and later as Headmaster of the Arizona Desert School. In 1938 he left the field of education for the grazing lands of Arizona where he specialized in the raising of Brahman cattle. He is the owner-operator of the Ruby Star Ranch located near Tucson, Arizona. During World War II he served for four months, mostly in the South Pacific. Mr. Baird's assignments included: Commanding Officer of the 13th Air Depot Group and later, Commanding Officer of the 13th Air Force Service Command. He holds the Legion of Merit, the Air Force Commendation Medal and four Battle Stars. He was separated from the Air Force with the rank of Colonel in 1945 but was recalled to active duty in December 1950 to fill the new post of Director of Training for the CIA. Thirty months after recall to active duty, he resumed civilian status, remaining as Director of Training. Mr. Baird retains his interest in civic affairs in his adopted State of Arizona, having served recently as the Vice President of the American Brahman Breeders Association and as Chairman of the Arizona State Aviation Authority.

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 Deputy Director of Training.



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